

Procedures for Headship (including Institute¹ Directorship) Searches in Faculties

The appointment or extension of appointment of the Head of an academic unit/department or school is governed by UBC Policy #22². The Dean will ensure that faculty members, students, and administrative staff within the academic unit are consulted in a transparent and open process, and that their concerns are considered. Advisory committees are established to advise the Dean, who in turn advises the President and his designate, the Provost and Vice President Academic (who is the Executive responsible for Policy #22). Authority for the appointment and extension of appointment of Heads rests with the Provost, on the recommendation of the Dean.

External searches: In some cases the Dean or Advisory Committee may recommend to include external candidates in the search. If the Dean decides to expand the search to external candidates, the Dean's Office shall seek authorization from the Provost's Office

KEY ELEMENTS:

FORMING THE ADVISORY COMMITTEE:

The unit arranges for the election of faculty to the President's Advisory Committee on the Selection of a Head, and addition of student and staff members, as outlined in UBC Policy 22. The Dean is responsible for preparing the final list of elected faculty membership, taking into consideration vote count as well as other considerations such as gender balance and representation across ranks and area specializations.

Note: Often it is useful to appoint a small department advisory group (internal to the department) that helps to manage the process of elections – e.g. ensuring transparency and communication to the department about opportunities, orderly execution of the elections, and design of an election process that promotes diversity in representation. Normally this small advisory group should not include the present head, to avoid potential conflicts of interest. Care should be taken by the department to appoint this small advisory group from among experienced and respected members of the department that can represent the broad interests of the department.

A number of Faculties have good examples of implementation (FoS, Arts, to name just two). Examples include appointment of the small internal group managing the process by the dept. executive committee, ensuring nominations/elections represent ranks with the flexibility for one or more slots to ensure diversity, and having back-up members in the event that an elected committee member decides to become a candidate and resigns from the selection committee.

ORIENTATION OF THE ADVISORY COMMITTEE:

As with all other faculty selection committees at UBC, the Advisory Committee must

¹ Institutes with operations similar to departments with faculty lines, budget, external reviews, student programs, etc.

² 1 Policy #22 Appointments and Extension of Appointments for Heads of Academic Units (revised Feb 2011) <http://universitycounsel.ubc.ca/policies/index/>

engage in an Orientation for Selection Committees (Resources: <http://vpacademic.ubc.ca/faculty-equity-and-diversity-initiatives/>). The Advisory Committee is a personnel committee. Its deliberations are therefore confidential.

ADVERTISING and PROACTIVE RECRUITMENT

The Committee is tasked with contacting members of the department to ascertain whether there are members willing to stand for the position. The Committee may approach those nominated but also any others who have not applied or been nominated but who, in the Committee's opinion, are possible candidates. The objective is to ensure that all possible candidates are included in the search pool.

As mentioned above, an elected member of the committee may be nominated as a candidate. If they decide to apply, then they will resign from the selection committee. A back-up selection committee member, identified through the election process above, will join the selection committee in their place.

New vs. reappointment: In some cases, there will be an existing Head of department who has expressed interest in being considered for reappointment. The Dean will nevertheless strike a Committee to advise on the appointment of a Head (either the extension of appointment of the sitting Head or the appointment of a new Head).

Optional, depending on the search: *The candidacy of the existing Head may be considered along with that of other potential candidates.*

External searches: Once permission is granted to include external candidates, an advertisement will be drawn up and forwarded to the Provost for approval, as is normal for all tenure-stream faculty searches. The Advisory Committee functions as the Selection Committee. Once the advertisement is posted, both the Selection Committee and the department should actively seek out external candidates and encourage them to apply.

INPUT FROM THE UNIT

Nominations: The Dean's Office will announce the membership of the Advisory Committee and issue a call inviting members of the department to

- a. forward nominations, including self-nominations, for the position and
- b. to provide views on the needs of the unit and the criteria that should be applied by the Committee in considering candidates.

Interviews: Members of the department/unit are encouraged to participate in interviews and provide input as outlined below

External searches: In the case that the search is expanded to include consideration of external candidates, the Dean's Office shall provide the unit with an update on the Committee's recommendation and invite input from tenure-stream faculty in the unit since an external search process will have financial implications for the unit. Input arising from the departmental consultation will be considered by the Committee.

SELECTION CRITERIA

The Committee has a thorough discussion of criteria as part of drafting the ad and before reviewing applications, including diversity and characteristics relevant for administrative and leadership positions (see for sample criteria) In general, the Committee should seek candidates who have achieved a senior position in their

departments and disciplines. Full professors normally comprise the potential pool of candidates. However, occasionally no full professor is available/willing to serve but if a senior associate professor* is identified as the most suitable candidate then the Committee may pursue the candidacy of that member.

[*note: Associate professors cannot chair or participate in decisions on promotion of colleagues to full professor status. In such cases, the Dean will appoint a full Professor as chair for P & T deliberations.]

INTERVIEWS

The Committee should establish a short list for interviews, and may interview potential candidates in the process of arriving at a short list. All candidates follow an interview process, keeping in mind the importance of consistency and the criteria for the position. Short-listed candidate will normally address the department in an open-forum meeting, with members of the committee also attending. Candidates typically meeting with the Committee, the Dean, and possibly also the Provost.

External searches: Each external candidate will be invited to present a research talk and a presentation about leadership vision (open forum), in addition to following the interview process as outlined for all candidates.

SELECTION PROCESSES

Use of standard memo and comment sheets are encouraged, that solicit input relevant to the criteria for the position from members of the department/unit.. The decision of whom to recommend to the Dean is the Committee's. The Committee would, however be irresponsible if it were to recommend someone who did not have substantive support in the department. It is for this reason that procedures must provide a maximum of input from colleagues. The Committee considers all responses, deliberates, then gives an advisory opinion to the Dean

If no candidate is suitable or there are no internal candidates, the Committee should so inform the Dean, and an acting head may be appointed pending continuation of the internal search or launch of an external search at a later time.

External Search: Given that a successful external candidate will be given an administrative appointment as Head as well as an academic appointment as a faculty member, in that case a recommendation for Head will be presented to the appropriately constituted departmental standing committee for consideration and voting. Since Headship appointments are expected to be tenured appointments at the rank of full Professor, or possibly Associate Professor, the case will need to proceed next through the Dean's Advisory Committee on Promotion and Tenure, then to the Senior Appointments Committee, and the President. Once a recommendation of an external candidate has been endorsed by the majority of the unit, the Dean will convey a recommendation to the Provost for approval. The Dean will then approach the candidate to present an offer.